

10 August 1973

DDI-4099-73

MEMORANDUM FOR: Deputy to the Director of Central Intelligence,
Intelligence Community

SUBJECT : NIO/USIB Interface

1. This responds to your request for comments on your 7 August memorandum to the DCI on the NIO/USIB Interface.
2. Your memorandum presents a constructive approach to the single proposition of merging your earlier proposal for a new USIB Committee structure with that of the NIO concept as proposed by the DCI. I view this as an option that deserves consideration but regard it as premature at this time.
3. I believe it would be preferable to move forward with the DCI's proposal for the appointment of National Intelligence Officers and allow them to gain experience and test the concept by working with and through the existing USIB Committee structure and normal command channels. The operation of the NIO system should be reviewed after several months, particularly with respect to the relationship between the NIO's and USIB. That would provide a sounder basis for determining what adjustments and relationships are required.
4. The merit of this more deliberate and evolutionary approach rests on several factors: The DCI faces two major tasks of (1) improving the interface and responsiveness of his intelligence production responsibilities to the National Security Council and its staffs, and (2) implementing the Presidential

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order to provide active direction to the management of intelligence resources. Conceptually, the NIO approach should help achieve the accomplishment of the first of these tasks. It is clearly intended to provide the Director with senior staff assistance from substantive experts who will be able to generate coordinated responses to scheduled and unscheduled needs for intelligence in support of national level requirements.

5. Your proposal to marshal USIB capabilities to support the NIO's may be one way to implement the DCI's NIO concept, but it has some shortcomings. It could overburden the NIO with the formidable management responsibilities even before the NIO concept has had an opportunity to prove itself. Moreover, it seems to give the NIO structure, as I understand it, a greater role in intelligence resource responsibilities than the DCI may intend. I also believe that we should not undertake such an extensive restructuring of the USIB mechanism until there is more evidence that this is necessary or desirable. In short, your proposal may be broadening the scope of responsibilities of the NIO's and encumbering them with bureaucratic responsibilities to such an extent that their ability to concentrate on matters of substance would be seriously diluted.

6. With regard to the DCI's second task of providing intelligence resource management, the mechanism to assist him may be still evolving. It is evident, however, that the IC Staff, much of the existing USIB structure, and certainly IRAC, could be harnessed to meet the challenge without imposing resource management responsibilities on the NIO. Before proceeding apace, the relationship of the NIO, as you envision him, to both IRAC and the IC Staff needs to be defined carefully and, we believe, concurrently.

7. Aside from these broader issues, I would like to raise some specific points in your memorandum. Many of our apparent differences may not be significant in themselves but they do suggest the need for further discussion. Perhaps the Management Committee would be an appropriate forum.

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- Your key paragraph number four on the role of the NIO's Committee requires clarification. The degree of authority implied by the phrase "oversee the coordination" should be thoroughly discussed. We also need to give more thought to how the inevitable inter-area competition for resources among NIO's will be resolved.
- The definition of the role of Support Groups raises the question of whether the responsibility for economic intelligence properly should reside in one of the primary committees. National Estimates solely concerning economic matters are rare and, therefore, the economic intelligence functions of USIB could be vested in an Economic Support Group. Economic intelligence is predominately the work of one office and the present EIC arrangement is working well enough.
- I agree that the Human Sources Committee (or Support Group) could subsume the functions of the IPC, but it would be inappropriate for a single collection component, the DDO, to hold the chairmanship. When the Human Sources Committee was created, the DDO wisely elected not to seek either the chair or CIA membership. This principle should hold for all collection systems and should apply specifically to the SIGINT Committee.
- The amalgamation of the disparate expertise of GMAIC, JAEIC and SIC into a single Support Group may be desirable. On the other hand, it does appear unnecessary and possibly not an efficient vehicle in which to involve several extensive groups of experts, but I would defer to the DDS&T on this subject.

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